Tourism North 91

Seminar
May 14-15, 1991
Slave Lake, Alberta

Co-Sponsored by:
The Northern Alberta Development Council
Lakeland Tourist Association
Land of the Mighty Peace Tourist Association
Game Country Tourist Association
Midnight Twilight Tourist Association
Evergreen Country Tourism Council

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Contents

Seminar Agenda 3

Introduction 5

Day 1

- Seminar Opening 6
- Keynote Address: "A Challenge for the Tourism Industry" 8
- Small Group Discussions 12
- Summary of Day 1 Group Discussion: "Our Northern Tourism Image" 13
- Concurrent Workshops
  - Alberta Best 16
  - Marketing Planning Skills Program 18
  - Partners in Funding 20
- Panel: Overview of Tour Development
  - How to Market and Package Your Product 22
  - What a Tour Operator Looks for in Evaluating Packages 25
  - How to Take Advantage of Tour Packages 26

Day 2

- Small Group Discussions 27
- Report Backs 28
- Seminar Overview 32
- Closing Comments 33

Appendices

- Seminar Highlights 34
- Bibliography of Reference Material 37
- List of Speakers 38
- List of Delegates 39

Seminar Agenda

Day 1

Tuesday May 14, 1991

Registration

Seminar Opening

Moderator: Barry Lazoruk, Vice-President of TIAALTA, Rycroft
Welcoming Comments:
Peter Moore, Mayor, Town of Slave Lake
Pearl Calahasen, MLA, member NADC, Grouard

Keynote Address: A Challenge for the Tourism Industry

Moderator: Barry Lazoruk
Speakers: Frank H. Hart, management consultant,
Peat Marwick Stevenson & Kellogg, Regina
Rosemarie Aronitz, management consultant,
Peat Marwick Stevenson & Kellogg, Regina

Question and Answer

Small Group Discussion: Defining our Northern Tourism Image

Concurrent Workshops: Product Development

1. Alberta Best

Moderator: Daria Wallsten, NADC, Slave Lake
Speaker: Ann Hickmann, Alberta Tourism, Edmonton

2. Marketing Planning Skills Program

Moderator: Jeff Markowski, Lakeland Tourist Association, St. Paul
Speaker: Shannon Langley, Alberta Tourism, Edmonton

3. Partners in Funding

Moderator: Yvonne Bertsch, Midnight Twilight Tourist Association
Speakers: Lynn Reaney, Western Diversification, Edmonton
Doug Victoor, Westland Financial Corporation, Edmonton
Brian Pountney, Canada/Alberta Northern Development Subsidiary Agreement, Peace River

Buffet Banquet

Panel presentation: Overview of Tour Development

Moderator: Al Robertson, Trumpeter Regional Initiative Project, Grande Prairie
Speakers: "How to Market and Package Your Product"
Orest Warchola, Alberta Tourism, Edmonton

"What a Tour Operator Looks for in Evaluating Opportunities"
Steve Merrill, Canadian Motor Coach Travel Ltd., Edmonton

"How to Take Advantage of Tour Packages"
Rob Horner, Horner Travel Marketing Ltd., Calgary

Question/Answer and Round Table Discussion

Northern Social

Sponsored by the Town of Slave Lake

Day 2

Wednesday, May 15, 1991

Summary of Day 1 Group Discussion: Our Northern Tourism Image
Moderator: Barry Lazoruk
Speakers: Frank H. Hart
Rosemarie Aronitz

Small Group Discussion
Working Together: Building on our Tourism Image
Working Together: Enhancing our Marketing Initiatives

Buffet Lunch

Report Backs

Moderator: Barry Lazoruk

Delegate Response

Seminar Overview

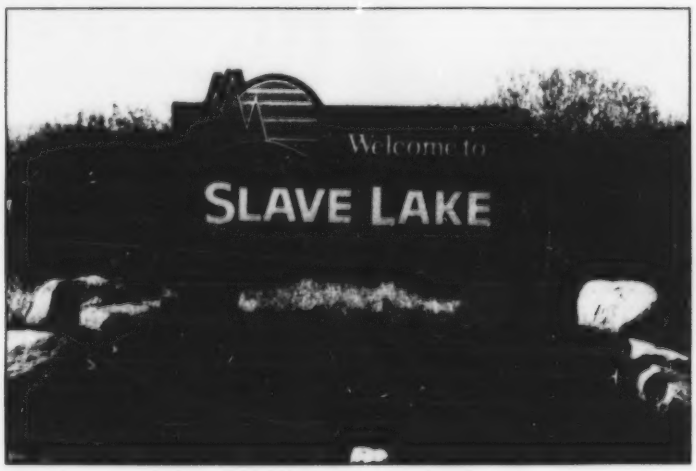
Moderator: Bob Elliott, MLA, Chairman NADC, Beaverlodge
Speakers: Orest Warchola
Frank H. Hart

Closing Comments: Bob Elliott

Introduction

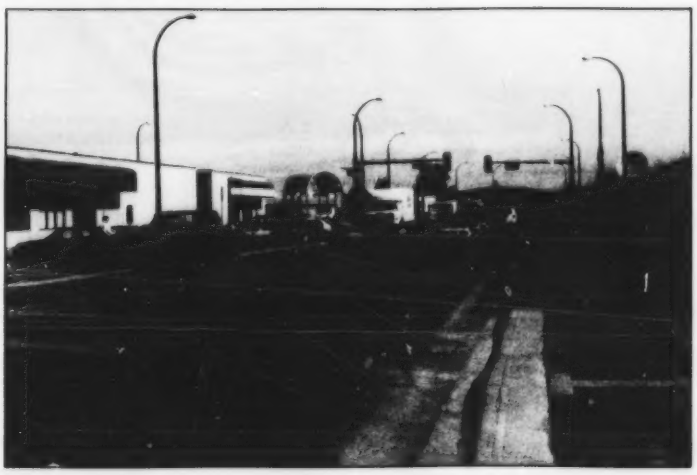
The tourism sector's importance to the Alberta economy is reflected in briefs received by the Northern Alberta Development Council (NADC). Of the economic development briefs received by Council from 1980 to 1989, 27% dealt with tourism issues.

The five northern Alberta tourism zones recognized the need to identify a competitive edge and clarify the northern Alberta tourism image. The importance of working together in marketing and packaging was also evident.



The zones collectively approached the NADC. Together the idea of a practical "hands-on" seminar for northern operators and promoters was developed. The seminar would focus on identifying:

- tourist markets and needs
- a northern tourism image
- tourism product development needs
- ideas on how to package and market.



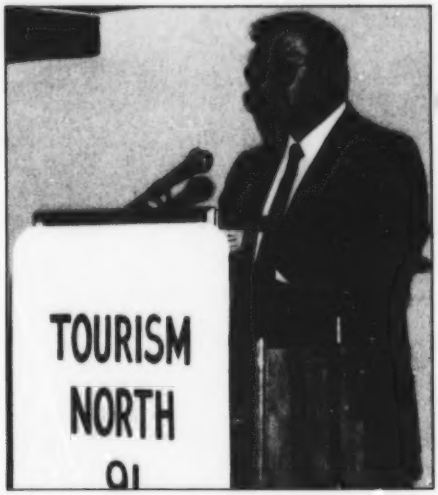
Tourism North 91 took place May 14-15, 1991 in Slave Lake with 105 delegates. One third of these were operators, half were zone or association representatives, and the remainder government representatives.

Delegates had the opportunity to:

- gather information on packaging and tour development
- offer input to the development of a northern Alberta tourism image
- mix with other partners in the tourism industry
- develop ways to work together.

Seminar Opening

Barry Lazoruk



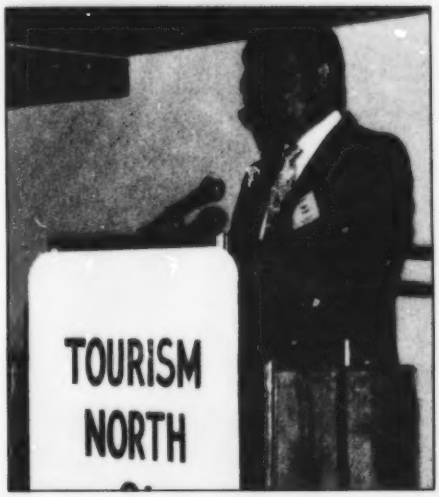
Tourism North 91 Seminar was opened by seminar moderator, Barry Lazoruk, vice-president of the Tourism Industry Association of Alberta (TIAALTA) and president of the Land of the Mighty Peace Tourist Association. Mr. Lazoruk noted that the seminar offered delegates a chance to gain hands-on information about marketing and packaging and give input to the direction of the tourism industry in northern Alberta.

He outlined the range of topics to be covered by the seminar:

- What is the state of the industry today?
- What challenges, constraints and opportunities face tourism in northern Alberta?
- What is our northern tourism image?
- How can we develop tour packages?
- How can we enhance our marketing initiatives?
- How can we follow up recommendations from the seminar?

Mr. Lazoruk said: "We have the opportunity to chart some general directions that we can individually and collectively take in northern Alberta to develop the tourism industry." He challenged delegates to "roll up their sleeves and jump into the task at hand."

Peter Moore



Peter Moore, mayor of Slave Lake, brought greetings from the town. He welcomed the 105 delegates saying that tourism is an area of great potential because northern Alberta has opportunities in terms of special features and products. "We are starting to move beyond our dreams. We must take action, identify our target areas, and do what's possible."

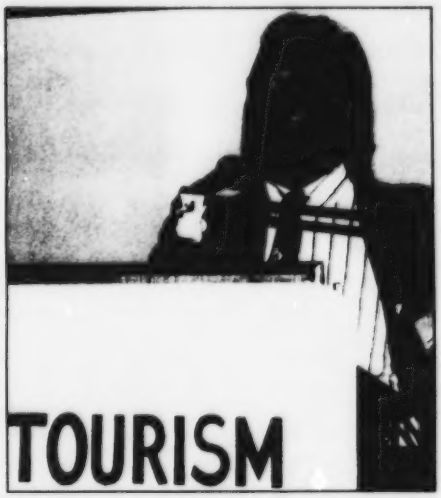
Pearl Calahasen

Pearl Calahasen, MLA and member of the NADC, noted that this is an opportune time to think about the tourism industry in northern Alberta. It is the beginning of a decade with a number of prominent anniversaries and events (e.g., the Mackenzie Connection and Rendezvous '92, the Arctic Winter Games in 1994 and the Canada Winter Games in 1995). She went on to say that tourism directly affects everyone. There is much to do and people must work together to capture a greater share of the tourist industry.

Ms Calahasen said: "Tourists do not know yet what we have to offer. People do not know what it is like to feel 'northern comfort.' We have yet to take our frontier image and sell it. We've got to start promoting our north." Ms Calahasen told delegates they have the tools to market northern Alberta. "Let's market ourselves."

A Challenge for the Tourism Industry

Frank Hart



Frank Hart, a management consultant, has 10 years of experience in the tourism, recreation and parks sector. He is a specialist in tourism and recreation market research, and in economic analysis.

He outlined the three goals of the seminar:

- to establish an image or theme for northern Alberta
- to identify means for a regional co-operative marketing effort
- to use the common theme to develop a strategy for increasing tourism to northern Alberta.

The importance of a tourism image

In discussing what creates a tourism image, Mr. Hart said it is a combination of knowledge, impressions, prejudices, imagination, and emotional thinking. We make judgements about objects and places based on an image.

A tourism image is crucial to successful marketing programs. He noted that an image affects the destinations that tourists choose. Therefore, changing an image can have a significant impact on the expectations of potential tourists.

He said there are three requirements of an effective image:

- originality
- truthfulness
- feasibility, based on available resources.

The latter two are important requirements. It is easy to build false expectations with an image. If advertising exceeds the actual product, valuable word-of-mouth advertising is lost.

Image is a function of the product. In developing an image, Mr. Hart said, you must consider what product you have to offer. The product consists of:

- attractions
- facilities and services at the destination
- transportation to the destination.

Only after the product is assessed and an image developed, can it be promoted effectively.

What is northern Alberta's current image?

Mr. Hart had reviewed zone promotional materials and found one theme of year-round travel and three alluding to untouched nature. These themes display a common perception of northern Alberta's tourism resources and assets and a strong potential for cooperation. He said the next step is integration of the themes.

How to develop a destination image

Mr. Hart concluded by outlining seven steps to the development of a destination image:

- research and identify potential markets
- evaluate significant and unique resources
- determine markets
- determine the most identifiable theme
- develop concepts
- identify specific attractions
- develop a marketing strategy.

Key national and international market trends

1. Alberta market

Visiting friends and relatives is the main incentive for tourist travel within Alberta. Much of this travel occurs in summer, and these tourists tend to camp, stay with friends or relatives, or stay in moderately priced accommodation.

2. Canadian market

The poor economic climate has generally reduced Canadian travel. Canadian travellers are aging and travelling more without children. They often drive to their vacation destination.

3. American market

American tourists look for rest and relaxation with moderately priced accommodations. They frequently take touring trips in Canada with multiple modes of travel. Air travel to reach tour destinations is expected to become more commonplace.

4. Japanese market

The Japanese have traditionally been package tour travellers, though they are starting to travel independently. They are value-conscious and like to travel to well-known or internationally recognized locations.

5. United Kingdom market

Poor economic conditions in the U.K. may be balanced by interest in adventure travel and increasing overseas vacations.

6. German market

Germans show a high interest in Canada. This may be affected by reunification costs, a slower German economy, and new travel opportunities due to the opening of eastern bloc countries.

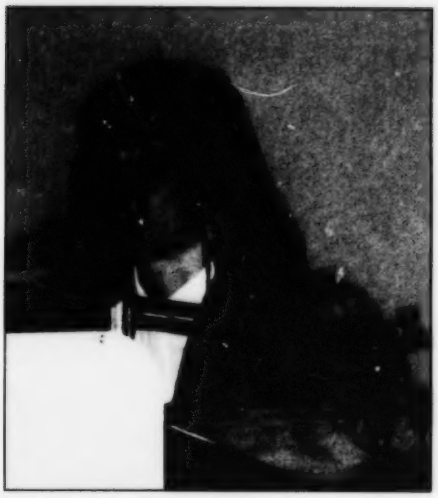
7. French market

Canada has an expensive image among tourists from France. Packaging will likely be important in developing this market.

8. Other Asia/Oceania markets

Australian tourists are an attractive market owing to their long average lengths of stay. Other Asian markets are expected to be long-term propositions.

Rosemarie Aronitz



Rosemarie Aronitz, also a consultant, has worked with municipalities in the Peace Region. She said it is necessary to know the target market and presented an overview of northern Alberta's tourist markets. She noted that 82% of the 1990 visitors were Albertans and added that it is essential to examine this large group more closely. Important information to gather is their purpose for travel, their needs and motivations, and their characteristics, such as age, income level, home location. After these data are gained, it is possible to market more effectively.

Market analysis - general consumer trends

Ms Aronitz pointed to key consumer trends:

- Tourism is one of the world's fastest growing industries. By the year 2000 it is expected to be the world's largest industry, worth $3 trillion annually. Because of this, many countries will place more emphasis on attracting tourists, and the industry will likely become more competitive.
- Tourists are becoming more environmentally conscious. Northern Alberta's bountiful natural resources could be a strong selling point.
- Tourists have less leisure time than before. Value conscious consumers are becoming increasingly interested in convenient and short "get-away" vacations.

Product trends

Ms Aronitz said a number of product trends affect tourism.

1. Various forms of outdoor adventure travel are becoming increasingly popular. Growth will be greatest in "soft" adventure like nature observation, and wildlife viewing.
2. Among Americans, golf and hunting are the two highest growth areas.
3. Couples and families are showing greater interest in fly-in fishing. Market research shows that in addition to fishing they want to participate in other activities.
4. In RV touring and camping, the greatest growth is expected to be in the age 45+ tourist group, who use recreational vehicles and do not camp with children.
5. The average length of stay at developed campgrounds is twice as long as at undeveloped campgrounds.

Market trends

Some key trends in the national and international tourist markets have affected the industry as it relates to tourists from Alberta, other parts of Canada, the U.S. and overseas. In the short term, the tourism outlook is slow for the following reasons:

- the slow Canadian economy
- reduced American travel during U.S. election years
- special European events (e.g., the summer and winter Olympics)

no major sporting event in Canada, though the 1995 Canada Winter Games to be held in Grande Prairie open up some opportunities
new travel opportunities resulting from opening of Eastern bloc countries faltering European economies.

Implications

In summing up the trend information, Ms Aronitz asked, "What's ahead for Alberta?" She highlighted three points to consider:

Tourists look for high value and quality vacations.
Quality of service is important to attract repeat visitors.
With increasing competition, northern Alberta must focus on specific products and markets.

"People come to see wilderness. They come to fish, but the highlight often is the opportunity to go into the back country and drink from a stream. What northerners take for granted, people elsewhere will pay dearly for."

Present marketing activities

Ms Aronitz concluded with a review of northern Alberta's current marketing activities. These include print materials, advertising on local radio and tv, and attending tourism trade shows. She urged delegates to review their marketing programs and consider the following questions:

Do you make effective use of marketing dollars?
Do the images provide recognition and association with northern Alberta?
Could better results be achieved by working closer with others?

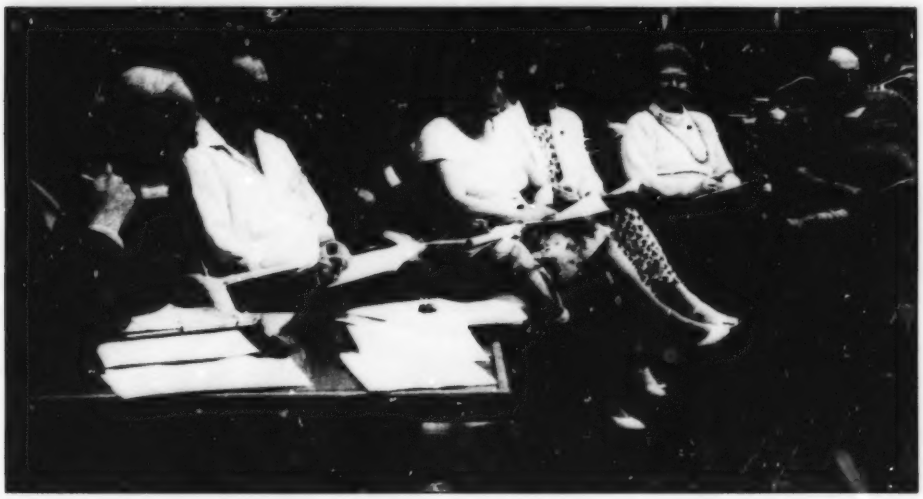
Delegates dispersed to their discussion groups.

Small Group Discussions

Defining our northern tourism image

Conference delegates were divided into seven small groups, each with a mix of operators, zone and association members, and government representatives. The groups were asked to discuss four designated questions:

1. What do you think are the north's strongest assets?
2. Which of these tourism assets do you feel are most important in terms of uniqueness, quality and competitiveness?
3. What group or groups of tourists do you feel are most likely to travel to the north in the future to take advantage of our tourism assets?
4. Based on our assets and markets, the statement that most clearly describes our tourism image is ... (complete the statement).



Summary of Day 1
Group Discussion:

Our Northern Tourism Image

Frank Hart

Mr. Hart summarized the findings of the group discussions. He reviewed the main resources of northern Alberta as chosen by the seven groups and ranked the resources by frequency of mention.

39% natural attractions/wilderness (lakes, rivers, forests, wildlife for consumptive and non-consumptive use, etc.)
18% cultural/historical (native culture and history, other cultural groups such as French and Ukrainians, early settlers, museums and historic buildings)
18% recreation (camping, water-based activities and golfing)
11% transportation (accessibility and good infrastructure)
7% events (sports, cultural and other special attractions)
3.5% unique frontier hospitality
3.5% diversity of resources and assets (natural beauty alongside industrial developments, variety of landscapes, lakes and rivers).

"There is no obvious theme. It is like naming a child—it takes time. How do you want to be known?"

He summarized the markets identified for each main resource:

Natural Wilderness Attractions
- Europeans, with special emphasis on tourists from Germany
- urbanites
- fitness and education oriented tourists
- singles, couples and families
- all ages, but specifically couples in the 25-45 age range

Cultural/Heritage
- families in region
- school groups in region
- tour groups, especially educational tours
- special interest groups and clubs
- tourists from southern Alberta, western Canada and northwestern U.S.A., especially age 50+

Recreation
- tourists from southern Alberta and the U.S.A., especially Alaska and the Pacific northwest, with particular emphasis on:
  - middle class
  - ATV and RVers
  - people interested in the short get-away

Events
- event participants and their families
- residents of the region
- people having a special interest in the event

Transportation access/convenience
- tourists from southern and central Alberta, particularly:
  - "yuppies" and "dinks" (dual income no kids)
  - middle-aged people.

Since the groups had suggested an abundance of marketing themes or images for northern Alberta, Mr. Hart concluded there is no dominant theme. He speculated that this is because there does not yet appear to be a dominant product. There are three possible theme elements:
- natural/wilderness
- cultural/historical
- recreation.

He noted that industrial tours theoretically capture the desirable components of what makes a strong theme (originality, truth, feasibility). But this is "not something for an image for the north." He said it could, however, have possibilities for specific communities.

Mr. Hart believes that although it may be preferable if northern Alberta could find a common theme, it is not necessary. What is necessary is to know the target market, how to market, what to offer, and how to entice tourists. He suggested zone associations choose a specific kind of tourism product for the entire north and market that.

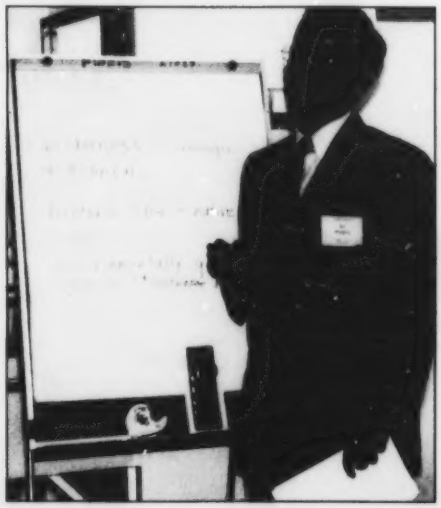
He challenged delegates to plan to:

- develop product opportunities together —by reviewing similarities in products across zones and suggesting how the products could be improved
- work at selling these together—by identifying ways to cooperate and to create networks in the tourism industry.

Delegate Response

During the question period following Mr. Hart's summary, there were varied opinions on an appropriate image for northern Alberta. Viewpoints included the following:

- There is a dominant product—39% support for wilderness.
- Too many themes could cause confusion in the marketplace.
- There could be one theme and different packages.
- Lakelands does not want to be known as wilderness, but rather wishes to be known as clean, pristine, conveniently remote.
- "Experience northern Alberta" could become a theme.
- If delegates cannot define what northern Alberta is, it is not surprising that the market cannot do so.



Three concurrent workshops occupied delegates for the rest of the afternoon. Called, "Alberta Best", "Marketing Planning Skills Program" and "Partners in Funding", the workshops were directed toward providing, funding, and marketing quality tourism products.

Ann Hickmann

The Alberta Best workshop was chaired by Daria Wallsten, member, NADC. Mrs. Wallsten pointed out how important quality-of-service is to the tourism industry. "If we are to attract tourists and have them visit again, we have to develop and maintain good service." Mrs. Wallsten introduced Ann Hickmann, the speaker for the workshop. Ms Hickmann is manager of Service Excellence at the Industry Services Branch, Alberta Tourism, and has been responsible for working with the tourism industry to design and implement the Alberta Best Program.

In October 1990, Alberta Tourism, in partnership with the Alberta Tourism Education Council and the tourism industry, launched a major tourism attitude and awareness initiative called "Alberta Best." The basic belief behind this initiative, said Ms Hickmann, is that "service is a skill that can be managed and learned."

She noted that in an increasingly competitive global marketplace, Alberta hopes to gain a competitive edge in the world tourism market by offering quality service to visitors. Quality is "meeting customer expectations consistently."

There are two components to Alberta Best:

- service excellence training for staff and management in the hospitality and tourism industry
- a public awareness campaign on the importance of service excellence to the industry. (The public awareness campaign will be phased in as the industry participates more fully in Alberta Best training.)

Three major partners are involved in delivering the Alberta Best Program:

- Alberta Tourism promotes the program, instructs trainers, books seminars, and maintains quality control.
- Community trainers on contract with Alberta Tourism teach the program material.
- Community organizations, corporations and local hospitality business associations serve as host organizations, and organize training seminars at the local level.

Ms Hickmann concluded, "When businesses have trained 60% of their staff and managers in the Alberta Best Program, they receive a decal and certificate that tells visitors they are committed to training for service. The awareness campaign will tell visitors to watch for and patronize businesses displaying the decals."

The Alberta Best Program is designed to recover costs. Local hosts set the fees necessary to offer the seminar. Host organizations pay Alberta Tourism the trainer fee, travel fee, and the cost of seminar materials for participants.

Communities or businesses wanting to become involved in the Alberta Best Program can contact the program staff at Alberta Tourism, at 427-7612.

Delegate response

Delegate response took the form of clarification questions.

When asked how much lead time is required to set up a seminar, Ms

Hickmann noted that a host organization is required first. Sessions can be arranged in one month for individual businesses. Associations sometimes need a bit more time to make arrangements.

Host organizations set the fee for the sessions based on the cost of the trainer and materials in relation to the number of participants. The fee for Alberta Best staff seminars has varied from $25 to $75 per participant, and management seminars have run from $55 to $135 per participant.

Alberta Best has some key advantages over other hospitality training programs. It includes training for managers, which will result in long-term benefits. Involving host organizations ensures that it will be community-based and supported.

A three month follow-up occurs. Participants receive a self-evaluation form to determine changes in behavior and attitude. More long-term follow-up has not yet been determined.

Management seminar—Alberta Best Program

In a two-day management seminar, supervisors, managers and owners tackle the challenge of creating an improved environment for visitors by:

- ***developing a visitor service strategy***
- ***analyzing their business service cycle***
- ***setting service standards and communicating these to staff***
- ***coaching staff***
- ***providing rewards and recognition to reinforce quality service***
- ***learning effective recruitment and interview techniques.***

Staff seminar—Alberta Best Program

The one-day staff seminar addresses the joys and challenges of exceeding visitors' expectations by encouraging staff to:

- ***develop and maintain positive attitudes***
- ***improve customer service***
- ***become ambassadors for Alberta***
- ***learn more about the tourism industry.***

Marketing Planning Skills Program

Shannon Langley

This workshop was chaired by Jeff Markowski, the manager for Lakeland Tourist Association. He noted that the tourism industry must become more efficient and effective in attracting tourists. Mr. Markowski pointed out that the workshop related closely to topics covered in the discussion groups. He then asked Shannon Langley, senior manager of Team Tourism at Alberta Tourism to present the workshop on the Market Planning Skills Program (MPSP).

Shannon Langley's presentation reviewed some trends in the tourism industry, discussed marketing and packaging in the context of the Market Planning Skills Program, and provided a status report on Team Tourism.

Ms Langley said tourism is Alberta's third largest industry. It employs 100,000 Albertans and generates $2.5 billion in annual revenues. She noted that tourism will become more competitive and gave a number of reasons:

- In the next five years, there will be only modest expansion in worldwide tourism.
- The number of Canadians planning to travel this year is down from last year.
- U.S. interest in Canadian travel is slowing down.

"In advertising, each kind of media is directed at different markets. You must make choices as to which you will use. Identify the market and also identify which media outlet is aimed at your market."

Ms Langley sees a need for Canadians to reinvest in existing tourism products. There is also a need to adapt products and services to increasingly discriminating, value-conscious tourists.

What is meant by 'marketing,' 'market planning,' and 'promotions'?

- Marketing is an overall process of:
  - identifying the needs of clients
  - meeting the needs of clients
  - matching resources with the demand
  - selling the product.
- Market planning means smarter marketing. In Alberta, all zones prepare marketing plans for Team Tourism with the help of Team Tourism's Skills Program. The advantages of planning are:
  - It helps determine objectives.
  - It identifies potential partners.
  - It identifies the products.
  - It defines the target market.
  - It targets the program.
  - It assists in monitoring and assessment.
- Promotion is any activity that makes potential users aware of a product or service and encourages them to visit or purchase. Some promotional activities are: advertising, exhibitions, contests, coupons, and public relations. More careful targeting and creative approaches are important. Mass marketing is expensive and ineffective.

Effective marketing is flexible to customer demand. Marketing is done to create awareness of the product, to increase sales and to make money. Aggressive marketing becomes a necessity. Ms Langley noted marketing gives the opportunity to link with other partners. With partners, risks can be reduced and impact increased.

The Team Tourism Program is one indicator of marketing by northern Alberta. She added that $1.6 million Team Tourism funding and $2.7 million from the private sector has been spent on marketing by northern Alberta operators over the past 2.5 years.

She said planning is a necessary response to competition. Compare the competition and your business in terms of: tourist needs, response to needs, quality of the product. If the competition is more effective in using marketing techniques, the balance swings in its favor.

Ms Langley said that packaging expands the marketing potential. She said a product can be packaged in different ways to meet the needs and perceptions of different customers. A product can be enhanced by adding other products or services. This involves the formation of partnerships and the development of cooperative marketing programs with other suppliers. These packages include one-price packages, tour packages or cooperative marketing packages.

Ms Langley showed a video on the Market Planning Skills Program, offered by Alberta Tourism.

The Market Planning Cycle

1. ***Identify the product.***
2. ***Identify the market and its needs.***
3. ***Identify competitive opportunities and threats.***
4. ***Establish priority markets.***
5. ***Establish a marketing objective.***
6. ***Establish a marketing strategy.***
7. ***Initiate marketing activities.***
8. ***Monitor.***
9. ***Evaluate.***

The Skills Program is a working session led by facilitators. The program helps businesses and communities plan marketing efforts more effectively. Participants develop a marketing plan that can be implemented immediately by identifying the following:

- target markets
- marketing objectives
- expected benefits to the target market
- marketing strategies and promotional activities
- a monitoring plan.

Delegate response

Ms Langley was asked to expand on two points.

A positive return on investment is the best evidence of whether an advertising campaign is successful. For example, you may want a 10 to 1 dollar-return on an advertisement. If you are not getting that much business or any business from your advertising, why advertise? If you are not getting any business from trade shows, why go? It is important to keep in mind, though, that some major marketing efforts can take up to three years to show results.

To monitor the promotion of a community, involve the businesses receiving benefit from your program. Find out how their business is improving.

Partners in Funding

Yvonne Bertsch, manager of the Midnight Twilight Zone, chaired this session. She noted that developing well-thought-out business plans and obtaining adequate and suitable funding are key steps to success. She introduced the three workshop speakers who would provide information on funding sources for the tourism industry.

Lynn Reaney

Lynn Reaney, senior project officer with the Western Economic Diversification Office (WDO) said WDO supports tourism initiatives of international calibre and activities that increase visitation and spending by tourists from outside western Canada.

Ms Reaney, in noting that the program provides interest free repayable contributions, said there are flexible guidelines and a straightforward application process. Assessment of projects includes a review of:

- equity commitment
- long-term viability
- a well-supported business plan
- competition.

Specific proposals that will be considered for Western Diversification funding are those directed at:

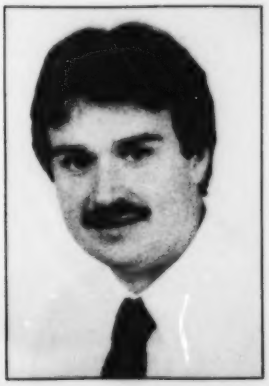
- new tourism products
- new international markets
- applications of new technology to the tourism sector
- industry-wide initiatives for tourism sector productivity improvements.

"Private capital is available, but you must have a sound product."

Doug Victoor

Doug Victoor of Westland Financial Corporation explained that this private corporation arranges financing packages for a percentage fee of the project cost. His company focuses mainly on hotel and resort development and has had considerable success in bringing large national investors into community ventures. Smaller projects are usually financed within Alberta. He noted there must be equity participation of 35-40% for hotels and resorts. His firm provides analyses of businesses for potential lenders. He concluded, "Private capital is available, but you must have a sound product."

Brian Pountney



Mr. Pountney spoke about the Canada/Alberta Northern Development Subsidiary Agreement's relevance to tourism. He said the Agreement will consider tourism applications from business, community groups, Metis settlements and band councils.

Agreement funding is variable depending on the type of project and project location. The maximum business assistance is:

- new business—40% (non-remote), 50% (remote) up to $200,000
- expanding business—30% (non-remote), 40% (remote) up to $100,000.

Business applicants must complete a thorough business plan which demonstrates commercial viability. Projects must be located in northern Alberta and not adversely impact other similar operations in the area. Applicants must supply a minimum of 10% cash equity in remote locations and 20% cash equity in non-remote locations.

Application deadline is December 31, 1991.

Panel Presentation

Overview of Tour Development

The moderator for the evening panel presentation was Al Robertson, executive director of Trumpeter Regional Initiative Project, Grande Prairie, and a director of the Game Country Tourism Association. Mr. Robertson introduced the three panel speakers, Orest Warchola with Alberta Tourism, Steve Merrill of Canadian Motor Coach and Rob Horner of Horner Travel Marketing Ltd.

How to Market and Package Your Product

Orest Warchola

Orest Warchola, senior manager, U.S.A. Sales and Promotion of the Marketing Division of Alberta Tourism, asked conference delegates: "Who has included their service, feature or attraction in a package?" Very few delegates had. "Convenience is what consumers are looking for," he added. "Put your product in a package that is easy for the consumer to purchase."

Potential Partners in Packaging

- ***packager/wholesaler and***
- ***transportation operators***
- ***accommodations suppliers***
- ***restaurants and food services***
- ***recreational facilities and activities:***
  - ***Attractions***
  - ***Special events/festivals***
  - ***Entertainment.***

What is in a vacation package?

He described a vacation package as a holiday experience which is prearranged and pre-purchased. It always includes accommodation and at least one of the following:

- meals
- transportation to and from the destination
- sightseeing arrangements
- attractions and activities.

Benefits to operators

Tourists benefit from packaging, but so do operators. Packaging objectives of operators are aimed at:

- increasing volume of business
  - overall volume
  - shoulder season
  - per client value
  - repeat business
- enhancing image of operation in market place.

Steps in packaging

Mr. Warchola outlined the steps involved in package planning and development:

1. Develop package objectives.
2. Understand the market needs.
3. Evaluate packageable products.
4. Decide what to include in the package.
5. Develop the package concept.

He discussed these points in further detail.

Understanding the market

Do your own visitor research. Analyze past reservation forms and enquiries. Talk to your visitors and to other operators. Also, examine the province's visitation statistics. These data provide information about:

- origins of visitors
- age, size of group, etc.
- modes of travel
- types of accommodation
- attractions and areas visited
- visitor activities.

Evaluating packageable features

Operators should review unique local features of interest to visitors, then develop an inventory of features that could be packaged:

- accommodations
- restaurants
- attractions
- sightseeing tours
- heritage sites and museums
- other cultural features
- special events and features
- recreational facilities and activities.

Review the inventory based on the needs of the target market.

Golden Rules for Packaging

1. ***Be creative.***
2. ***Know your operation—its capabilities and limitations.***
3. ***Collaborate with other operators.***
4. ***Know your market or sell through someone who knows theirs.***
5. ***Price competitively but don't give away.***
6. ***Differentiate your product from the competition.***
7. ***Look for opportunities to expand your business.***
8. ***Borrow ideas from other destinations.***
9. ***Do things you are interested in.***

Deciding what to include

In addition to local features, packages might also include receptions and gifts, luggage handling, airport transfers, taxes and tips. Review packages developed by competitors for other ideas. Include features which:

- are good value to customers
- offer a quality experience
- allow a competitive selling price
- are consistent with the interests of the target market.

Mr. Warchola added that it is important to develop fair refund and credit policies.

Mr. Warchola offered some questions an operator could ask to help decide whether participation in a package would be advantageous:

- What benefits will my business receive from participation?
- Will my participation in the package be advantageous to my product or service image?
- Is there a risk in committing my product or service to the package? Will it outweigh potential benefits?
- Will my partners in this package keep customers happy and fully satisfied?
- Who is handling the details? Do I have enough control over my portion of the package to keep the customer satisfied?
- Will payment for my share of the product be reasonably timely and not at risk?

Developing the package concept

Operators must determine a fair price for their product when participating in a package. Mr. Warchola suggested the following steps:

- Customize a costing sheet to suit your circumstances.
- Distinguish between variable and fixed costs:
  - For variable costs enter only the net rate.
  - Fixed costs should be covered by the first 60% to 80% of clients.
- Set an allowance for overhead. Include:
  - incremental marketing and promotional costs
  - incremental administration and handling costs
  - contingency factor.
- Mark up total costs by suitable percentage:
  - to cover wholesale or travel commissions (where appropriate)
  - to enable you to be price competitive and make a profit.

"Get everything in writing," Mr. Warchola said, "though formal contracts are normally not necessary." He added that personal rapport with suppliers and partners is important. Some main points to consider:

Arrange for discounts and commissions. These may vary from 10-50% depending on volume of business and the marketing and administration support offered by the packager.
Agree on review and release dates.
Establish booking and operational procedures.

Operating your package

Mr. Warchola concluded his presentation with key procedures for operating a package.

1. Prepare for the arrival of customers:
   Reconfirm all arrangements.
   Brief all relevant staff.
   Double check all reservations and minor details.
   Make sure all payments have been received and distributed.
2. Oversee the handling of package visitors:
   Make them feel welcome and special.
   Offer information on local attractions, activities and facilities.
   Assist in arranging optional excursions.
   Handle all problems and complaints promptly and effectively.
   Offer compensation or substitutes where appropriate.
   Go the "extra mile."
3. Maintain quality control:
   Adhere to operating procedures.
   Develop a formal feedback system with suppliers and partners in the package, with staff and customers.
   Use a comment card or short questionnaire.
   Use feedback to improve and make changes in future packages.

Do's and don'ts of brochure production

Do:

- ***Keep it simple.***
- ***Use clear, modern type.***
- ***Use current photos, maps, etc.***
- ***Have it professionally designed.***
- ***List all package inclusions.***

Don't:

- ***Say too much.***
- ***Misrepresent your product or price.***

Steve Merrill

Steve Merrill, general manager of Canadian Motor Coach Travel Ltd., started by saying that much of his success in the tour industry is linked to the ability to work together with his tourism partners. His company is four years old and has experienced significant growth in the last two years. He attributed this to the help he has received from Alberta Tourism and through membership in the National Tour Association (NTA).

Alberta Tourism provides advice, financial assistance and information on current tourism trends. These are all necessary for the development of effective marketing plans. The NTA offers educational seminars, industry research and advertising support. Operators also have the opportunity to meet other industry representatives at two annual conventions.

"I strongly recommend the development of group tour manuals. These we use on a daily basis."

Characteristics of coach tour travellers

Mr. Merrill said tour travellers are often seniors. Women make up 80% of this group; half are widowed. Other target market groups are working couples with an interest in educational programs or special events, and sightseers visiting relatives.

Main tour features

His company is constantly looking for new tour ideas to meet the interests of his clientele. Features often included in tours are:

- scenic beauty
- festivals and special events
- wildlife viewing
- shopping
- educational experiences
- soft adventure
- sporting events and concerts.

Tours are advertised through mail lists, presentations and slide shows at seniors residences, the media, travel agents and other tour operators.

Local participation in tours

"Your Destination Marketing Organization (DMO) is key in encouraging local participation in tours," Mr. Merrill declared. He suggested the DMO could develop group tour manuals. These should list the name, address, phone and fax numbers of facilities and attractions, and include brief descriptions. DMOs should also spearhead "familiarization" tours for tour company representatives. He suggested "step-on guides"—local people who can talk about the area.

Hotel features for coach tours

Mr. Merrill reviewed the specific features coach tour operators look for in selecting hotels. These are:

- accommodation for 44 people or more
- restaurant on-site or nearby
- elevators or enough rooms on the ground floor
- wheelchair accessible rooms
- bus parking
- welcome reception
- staff education to provide service to an elderly clientele
- location:
  - close to attractions and services for longer stays
  - outskirts of town for overnight stops
- shoulder and off-season rates.

In conclusion, he noted that tours are often marketed one year after planning begins.

How to take advantage of tour packages

Rob Horner

Rob Horner of Horner Travel Marketing Ltd. has packaged four-season tours for nearly 20 years for Canadian Airlines. He stated that the additional ridership achieved by the airline as a result of participation in these programs does not in itself justify investment. However, there are other benefits. For example, the airline is better able to identify its clientele and thus achieve a higher profile in its target markets.

Marketing of packages

Contracted to Canadian Airlines International, subsidiary airlines, and Canadian Holidays Ltd. (the Leisure Marketing arm of CAI), Horner Travel Marketing develops new Canadian destination tour programs. These are mainly in areas outside main cities. They are wholesaled through tour catalogues, sales agents and at approximately 100 trade shows. Mr. Horner said, "People who are at trade shows and close to the target market can market your products better than you can."

"Competing against high visibility products should be seen as a three-to five-year development. By the third year if the northern Alberta product is worthwhile, word-of-mouth will carry it through."

In 1991, copies of his Canadian Holidays brochure went to all travel agents in Canada, Florida and California. Re-order cards were included in travel trade magazines. A Canadian travel specialist brochure, produced for the U.S. market only, was sent to field sales offices in the U.S.

Mr. Horner targets consumers directly through mail-back cards in sports and outdoors magazines. He also buys mailing lists of such target groups as subscribers to fishing magazines.

Participating in a package

Participating in a package can be advantageous to operators. Individual operators can be featured in brochures which receive world-wide distribution. Since competing against high-profile destinations could take three to five years to show major results, he suggested that initially it may be more effective to develop a northern Alberta extension to an existing well-established package.

Planning for 1992 is now well underway. Mr. Horner said, "I am interested in exciting new opportunities that would interest members of select groups." He has no programs planned for Alberta yet.

After viewing a short video about the National Tour Association, delegates had the opportunity for informal discussions at the Northern Social, held at the Northwest Inn.

Small Group Discussions
Day 2

Delegates were again divided into seven groups and discussions were broken down into two sessions.

Session One

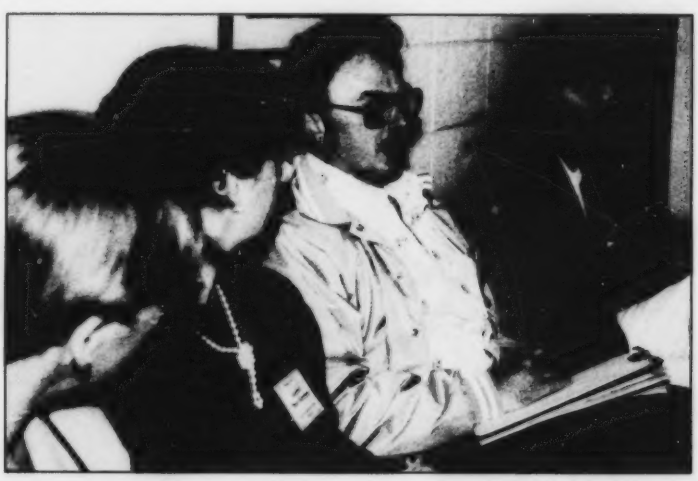
The purpose of session one was to identify specific tourism opportunities based on perceived tourism images. The following questions were discussed:

1. Do you agree with the elements of the image of northern Alberta as described on Day 1 and as reported by Frank Hart and Rosemarie Aronitz this morning?
2. What *specific* tourism products or packages do you believe can be developed or enhanced based on our tourism image or images?
3. Which of the products or packages identified in question 2 do you believe are most promising?

Session Two

In the second session participants were asked to identify practical ways to work together to develop and market northern tourism. The discussion questions were:

1. What practical measures must be taken to develop or enhance our most promising tourism opportunities?
2. Which of the actions identified in question 1 do you believe are essential for taking advantage of our most promising tourism opportunities?
3. Based on these priorities, to what extent can we work together in the north to develop and market tourism products and packages?



Report Backs

Barry Lazoruk introduced report back speakers who reviewed the Day 2 small group discussions.

- Maxine Winder, economic development officer, Athabasca District
- Milt Hodgins, director, Fort McMurray Visitor's Bureau
- Ralph Balisky, mayor, Sexsmith

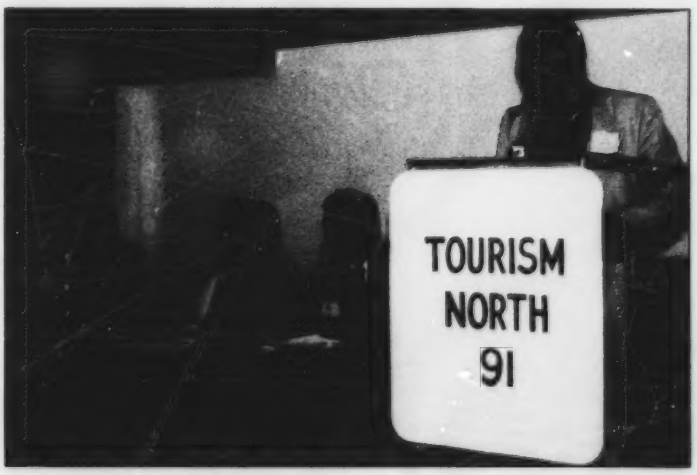
- Leo Jacobs, operator, Blackstar Development Edmonton/Athabasca
- Maureen Afonso, Councillor, High Level; vice-president, Land of the Mighty Peace Tourist Association
- Norma Larson, assistant executive director, Trumpeter Regional Initiative Project; manager, Game Country Tourism Association
- Charles Graves, owner/operator, Magic Country Motor Wilderness Adventures; board member, Lakeland Tourism Association

The reports of the discussion group proceedings are summarized below.

Session One

1. Do you agree with the elements of the northern tourism image as described by the consultants (summarized on pp. 13-14)?

The groups discussed the strengths and weaknesses of all the elements suggested. There was no overall consensus regarding an image for northern Alberta. Two groups felt wilderness/nature should be the main theme. Another felt the natural image was best without reference



to wilderness. One group agreed the three elements of wilderness/nature, culture/history, and recreation should be included in the image with an emphasis on nature. Another group felt industrial tours should also be included. "Alberta North Naturally" was suggested a few times as a slogan. Two groups did not reach a conclusion but listed the strengths and weaknesses of the wilderness/natural image.

Wilderness/Nature

Strengths:
- Wilderness is a natural northern Alberta resource.
- There are unique outdoor experiences available in northern Alberta.
- Northern Alberta is expansive.

The groups identified a wide variety of promising packages:
bird watching
wildlife viewing
guiding and outfitting
golf
recreational camping
winter recreation
water-based products
eco-tourism
bike tours
motorized vehicle

Weaknesses:
Some groups noted that the term 'wilderness' may carry negative connotations:
- It could promote an image of remoteness and lack of services rather than a natural image.
- This image would appeal to only a limited market.

One group felt that a year-round image must be developed and that all-season activities and the natural image must be expanded upon. It was also noted that people looking for wilderness are not likely interested in industrial development.

Recreation

Strengths:
- A good infrastructure exists for fishing and hunting.
- Specific markets would be interested in isolated areas.
- There is potential for wildlife and bird watching, and game farms.

Weaknesses:
- Recreation opportunities are similar to those available in neighboring provinces.
- There is a lack of infrastructure for easy access to some recreational resources.
- Recreational use of some natural areas could meet with resistance from wildlife conservationists.

Culture/Heritage

Strengths:
- Historic and cultural points of interest or events could be easily packaged.
- There is a lot of culture and history in northern Alberta:

- native and other ethnic groups
- voyageur water and land routes
- history of railroads
- fur trading sites.

- Northern Alberta's cultural and historic diversity could meet the rising interest in educational tours.
- Cultural and historic attractions could be combined with recreational tours or holidays.

Weaknesses:

- Many cultural and historic features are underdeveloped.
- More funding is needed to develop these attractions.
- Some sites (such as Fort Chipewyan) are difficult to access.

"Communities undervalue their products—they must be willing to view their assets as important."

Industrial Tours

Strengths:

- Industrial tours can cater to increasing interest in educational holidays.
- Industrial tours can be easily packaged.
- Northern Alberta features varied and unique industrial developments.
- Some industries display environmental and technological compatibility.

Weaknesses:

- Individual industrial tours are short-lived and must be combined with other attractions to draw and keep tourists.
- There may be a perception of conflict surrounding industrial developments.
- The tourist market for industrial tours is limited.
- Industrial tours are a local feature and do not reflect all of northern Alberta.
- Improvements are required in marketing and corporate cooperation.
- Tours featuring a number of industrial developments would have to travel long distances.
- Tourists could perceive industrial development as incompatible with wilderness.

2. What specific tourism products or packages do you believe can be developed or enhanced based on the elements of the image?

Groups identified various products and packages, and the potential markets. Three groups chose wilderness/nature products. One group concentrated on cultural/historic packages, one on recreation. The two other groups developed ideas relating to all elements of the proposed image.

3. Which of the products or packages identified in question 2 do you believe are most promising?

Bird and wildlife watching were most frequently mentioned by the discussion groups as promising products. Various recreational products and tours were also often noted. The remaining products were culture/history and guiding/outfitting/fishing.

Session Two

The purpose of the second round of discussions was to identify practical ways to work together to develop and market northern tourism.

1. What practical measures must be taken to develop or enhance our most promising tourism opportunities?

Groups were asked how operators, zones and government could develop or enhance the most promising products, as identified in session one.

The suggestions for **operators** related to four main areas:

- Increase quality of service.
- Diversify and improve the product.
- Market more.
- Cooperate with other operators.

Groups most frequently suggested that **government** could provide:

- planning and coordination
- information and research
- product development
- marketing
- training.

Other less frequently made suggestions for government were:

- Realize the tourism value of outdoor recreation.
- Inspire communities to value their own assets.
- Regulate fish stocks and other natural resources equitably.

Zones could develop and enhance tourism products by:

- marketing and promoting their own zone
- cooperating with other zones
- encouraging local tourism development through research, planning, training and information sharing.

All northern Alberta communities could develop one- or two-day community tours.

circle tour packages
lakes and waterways
wildlife/bird watching
native culture and history
non-consumptive and consumptive packages
cultural tours
recreational/educational tours
industrial tours
guest experience
escorted "look & learn" tours
fly-in fishing
bird watching
soft adventure

Groups identified other potential players in the development of tourism products:

- other tourism partners, such as hotels, services, transportation and tour companies
- local governments and groups
- major provincial events and attractions.

2. Which of the actions in question 1 do you believe are essential for taking advantage of our most promising tourism opportunities?

Groups ranked actions essential for taking advantage of promising tourism opportunities as follows:

- Improve quality of service.
- Package the products.
- Increase marketing.
- Encourage government planning.

3. Based on these priorities, to what extent can we work together in the north to develop and market tourism products and packages?

The following themes emerged:

- Operators can work together to diversify and combine attractions, package products, advertise.
- Communities can work with operators to develop packages, hold special events, facilitate private investment.
- Zones and operators can develop circle tours, initiate other packages, advertise together.
- Various community, regional and provincial agencies involved in planning can work together to determine what developments are needed.
- Provincial government and the tourism industry can recognize the importance of the northern tourism resource base—clean air, water, land and wilderness, history.
- Operators, communities, zones, and government can work together to improve communication with each other.

Following the reports, Barry Lazoruk noted that many good ideas had been presented for ways to develop packages and tours. As follow-up he suggested a cooperative initiative to promote northern tourism. Mr. Lazoruk indicated the zones would contact the Northern Alberta Development Council to explore this idea further.

Seminar Overview

Bob Elliott

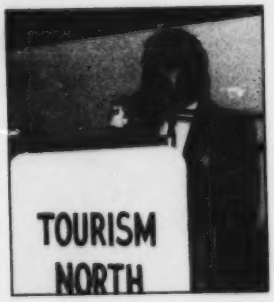
Bob Elliott, chairman, Northern Alberta Development Council, facilitated the seminar overview. He said he had monitored some sessions and complimented delegates on the way the conference developed. He noted that at the Northern Perspectives Conference held in November, 1990, some tourism-related recommendations had arisen. These were:

- to create a network among communities, government and private industry for developing, packaging, marketing and coordinating activities
- to develop awareness and strategy for marketing tourism strengths.

Dr. Elliott commented that, through Tourism North 91, concrete steps had now been taken to accomplish these objectives.

He called on Orest Warchola and Frank Hart for an overview of the seminar.

Orest Warchola



Orest Warchola said the cooperation and partnership that he saw developing at the conference will make the region stronger because operators are aware that they will lose their market share if they do not work together. In the tourism industry as a whole, there is more cooperation than there used to be. He observed that the provinces are joining efforts and have been able to accomplish a lot more together. He challenged delegates to make a commitment to start working together. Mr. Warchola stressed the importance of packaging tourism products to appeal to tourism consumers. "You've got it; they want it. Why not make it simple for them to get it?"

Frank Hart

Frank Hart reviewed the objectives of the conference. He pointed out that nearly all groups had focused on northern Alberta's wilderness feature and that "Alberta North—Naturally" was suggested on several occasions as a slogan. Although there was much discussion on how to develop marketing strategies, all the elements already exist, he said. "It's all here; now you have to package it."

In acknowledging the amount of learning that had occurred at the conference, he urged delegates to keep this learning going. He asked that all the conference information be gathered and used as a point of reference for a regional tourism coordinator.

Mr. Hart said many delegates had taken real steps toward knowing what communities can do. He suggested the next priority should be working as a region to get the support of government.

Closing Comments

Dr. Elliott thanked tourism operators from all over northern Alberta for participating in Tourism North 91. He noted that everyone present was interested in developing the northern Alberta tourism economy. Dr. Elliott said, "Northern Alberta is a great place to visit and to play but there is still much to be developed."

He assured delegates that he is very optimistic about what had been accomplished at the seminar and what the future holds for northern Alberta tourism before declaring Tourism North 91 closed.

"The tourism industry wants to maintain, and protect our resource base:

- ***clean air***
- ***water***
- ***land and wilderness."***

Seminar Highlights

Bibliography

Tour packaging Development A to Z

The following is a reading list compiled by Alberta Tourism. Operators and promoters can review these materials at the Alberta Tourism Library. These publications are also available through the public library systems.

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List of Speakers

Rosemarie Aronitz	**Consultant, Peat Marwick Stevenson & Kellogg, Regina** 1000 Canada Trust Tower, 1801 Hamilton Street Regina, Saskatchewan S4P 4B4 (306) 791-1280
Frank H. Hart	**Partner, Peat Marwick Stevenson & Kellogg, Regina** 1000 Canada Trust Tower, 1801 Hamilton Street Regina, Saskatchewan S4P 4B4 (306) 791-1280
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Shannon Langley	**Senior Manager, Team Tourism, Alberta Tourism** 4th Floor, CityCentre, 10155 - 102 Street Edmonton, Alberta T5J 4L6 (403) 422-0320
Steve Merrill	**General Manager, Canadian Motor Coach Travel Ltd.** 10030 - 107 Street Edmonton, Alberta T5J 3E4 (403) 448-1188
Brian Pountney	**Director, Canada/Alberta Northern Development Agreement** 9621 - 96 Avenue, Postal Bag 900-14 Peace River, Alberta T8S 1T4 (403) 624-6276 or 1-800-362-1353 (toll free)
Lynn Reaney	**Senior Project Officer, Western Diversification** 1500 Canada Place, 9700 Jasper Avenue Edmonton, Alberta T5J 4H7 (403) 495-4164
Doug Victoor	**Consultant, Westland Financial Corporation Ltd.** 2025 Toronto Dominion Tower, Edmonton Centre Edmonton, Alberta T5J 2Z1 (403) 420-6096
Orest Warchola	**Senior Manager, U.S.A. Sales & Promotion** Marketing Division, Alberta Tourism CityCentre, 10155 - 102 Street Edmonton, Alberta T5J 4L6 (403) 427-4323

List of Delegates

Name	Organization	Community	Zone
Aarts, Annie	Sawridge Plaza Corporation	Slave Lake	14
Afonso, Maureen	Town of High Level	High Level	8
Anderson, Sheri	Western Economic Diversification	Edmonton	11
Andre, Orest	Phoenix Business Development Group	Edmonton	11
Aronitz, Rosemarie	Peat Marwick Stevenson & Kellogg	Regina	-
Balisky, Ralph	Town of Sexsmith	Sexsmith	13
Basisty, Irene	Town of Sexsmith	Sexsmith	13
Bertsch, Yvonne	Midnight Twilight Tourist Association	St. Albert	14
Boucher, Robert	Metis Nation Alberta	Lac La Biche	6
Brown, Phil	Blackstar Adventure Tours	Athabasca	14
Calahasen, Pearl	Northern Alberta Development Council	Grouard	14
Chin, Lila	Alberta Tourism	Edmonton	11
Chomik, Dennis	Trumpeter Motor Inn	Grande Prairie	13
Dana, Marlene	Barrhead Neighborhood Inn	Barrhead	14
Daniels, Hazel	Fishing Lake Metis Association	Sputinow	6
DeWit, Audrey	Northern Development Branch	Peace River	8
Delgatty, Dianne	Town of Slave Lake	Slave Lake	14
Doerkson, Bob	Mackenzie Park Inn	Fort McMurray	6
Duncan, Rick	Regional Tourism & Trade Society	Falher	14
Dunn-Kinsman, Heather	Barrhead Neighborhood Inn	Barrhead	14
Elliott, Bob	Northern Alberta Development Council	Beaverlodge	13
Ellis, Carmel	Town of Grimshaw	Grimshaw	8
Faulkner, Louise	Town of McLennan	McLennan	14
Fraser, John	Regional Agricultural & Exhibition Society	Grande Prairie	13
Friedmeyer, Pierrette	Community Tourism Action Plan	Peace River	8
Gardner, Rose	ID 17W Alberta Municipal Affairs	Nampa	8
Geary, Allen	Northern Development Branch	Peace River	8
Graves, Charles	Magic Country Motor Wilderness Adventures	Fort McMurray	6
Groom, Ronda	Community Futures	Slave Lake	14
Hanson, Margaret	Grizzly Trail Promotion Association	Swan Hills	14
Hart, Frank	Peat Marwick Stevenson & Kellogg	Regina	-
Henley, Mike	Northern Development Branch	Peace River	8
Hickmann, Ann	Alberta Tourism	Edmonton	11
Hodge, Laurie	Town of Westlock	Westlock	14
Hodgins, Milt	Fort McMurray Visitor's Bureau	Fort McMurray	6
Hodgins, Bill	Alberta Tourism	Edmonton	11
Hogg, Robert	Town of Bonnyville	Bonnyville	6
Horner, Rob	Horner Travel Marketing	Calgary	10
Jacobs, Leo	Blackstar Development Corporation	Edmonton	11
Janzen, George	La Crete Motor Inn	La Crete	8
Jess, Barry	Fishing Lake Metis Settlement Association	Sputinow	6
Johnson, Ted	Alberta Provincial Parks	Lac La Biche	6
Johnson, Carmen	Mighty Peace Tourist Association	Peace River	8
Killeen, Ken	Spruce Point Park Association	Kinuso	14
Krisch, Gerry	Alberta Tourism	Edmonton	11
Lang, Michael	Lac La Biche Mission Historical Society	Lac La Biche	6
Langley, Shannon	Alberta Tourism	Edmonton	11
Larson, Norma	Trumpeter Regional Initiative Project	Grande Prairie	13
Lazoruk, Barry	Courtesy Corner Service	Rycroft	8
MacIntosh, Jerry	Marten Hills Outfitting	Slave Lake	14
MacKnight, Doug	Northern Development Branch	Peace River	8
Manchur, Mat	Village of Onoway	Onoway	7
Markowski, Jeff	Lakeland Tourist Association	St. Paul	6
Markwart, June	Alberta Recreation & Parks	Slave Lake	14
Marsters, Dean	Grande Cache Adventure Sports	Grande Cache	7
Merrill, Steve	Canadian Motor Coach Travel	Edmonton	13

Name	Organization	Community	Zone
Milholland, Billie	Elk Point Bicentennial Committee	Elk Point	6
Miller, Rob	Northern Development Branch	Peace River	8
Moore, Peter	Town of Slave Lake	Slave Lake	14
Nelson, Pat	Northern Development Branch	Peace River	8
Nelson, Dave	Completely Puzzled Manufacturing	Grimshaw	8
Nicholls, Dave	Apple Betty's Buffet	Grande Prairie	13
Nicholls, Earleen	Apple Betty's Buffet	Grande Prairie	13
Nolan, Leah	Crescent Motel	Peace River	8
O'Brien, Ellis	Joussard Area Development Association	Joussard	14
Ovens, Colleen	Evergreen Country Tourism Council	Edson	7
Parenteau, Dianne	Fishing Lake Metis Settlement Association	Sputinow	6
Partington, Lucille	Town of Sexsmith	Sexsmith	13
Peterson, Elaine	Mackenzie Crossroads Museum	High Level	8
Piquette, Kim	Community Futures	Lac La Biche	6
Piquette, Jim	Chamber of Commerce	Lac La Biche	6
Porisky, Ann	Shaw's Point Resort	Grouard	14
Pountney, Brian	Canada/Alberta Northern Development Agreement	Peace River	8
Reaney, Lynn	Western Economic Diversification	Edmonton	11
Regensburg, Marsha	Alberta Culture and Multiculturalism	Fort McMurray	6
Rehemtulla, Moe	Alberta Tourism	Edmonton	11
Ribar, Nadeen	Golden Inn Restaurant	Grande Prairie	13
Robertson, Al	Trumpeter Regional Initiative Project	Grande Prairie	13
Salisbury, Irene	Town of High Prairie	High Prairie	14
Satre, Eva	Worsley-Clear Hills Ski Club	Eureka River	8
Satre, Steve	Worsley-Clear Hills Ski Club	Eureka River	8
Scobie, Pat	Mighty Peace Tourist Association	Peace River	8
Seaton, Hugh	Northern Development Branch	Peace River	8
Short, Paul	Forestry, Lands & Wildlife	Edmonton	11
Shybunia, Judy	High Prairie & Dist. Chamber of Commerce	High Prairie	14
Sloan, Rick	Northern Development Branch	Peace River	8
Smith, Sharon	Dave's Pizza	Elk Point	6
Spagrud, Edie	Valleyview Regional Economic Development Board	Valleyview	13
Stevens, Dallas	Chamber of Commerce	Swan Hills	14
Stewart, Lisa	Fort McMurray Visitor's Bureau	Fort McMurray	6
Taylor, Stuart	Fort Chipewyan Tourist Corporation	Fort Chipewyan	6
Teillet, Kathy	Northern Development Branch	Edmonton	11
Thompson, Bud	Kikino Recreation	Kikino	6
Tranter, Gerry	Alberta Recreation & Parks	Valleyview	13
Tymchyshyn, Terri	Evergreen Country Tourism Council	Hinton	7
Victoor, Doug	Westland Financial Corporation	Edmonton	11
Wallsten, Daria	Northern Alberta Development Council	Slave Lake	14
Wan, Stephen	Public Affairs Bureau	Edmonton	11
Warchola, Orest	Alberta Tourism	Edmonton	11
Watson, Mary Ann	Rochfort Bridge Trading Post	Rochfort Bridge	7
Watson, Earl	Rochfort Bridge Trading Post	Rochfort Bridge	7
Webster, Phyllis	Town of Swan Hills	Swan Hills	14
Williams, Reg	Sakwatamaw Services	Whitecourt	13
Williams, Sheila	Sakwatamaw Services	Whitecourt	13
Winder, Maxine	Athabasca District Chamber of Commerce	Athabasca	14
Zelman, Darlene	Zelman & Sons Outfitters Guide Services	Athabasca	14